



# SOUTH FLORIDA WATER MANAGEMENT DISTRICT

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Mailing Address: P.O. Box 24680, West Palm Beach, FL 33416-4680 • www.sfwmd.gov

ADM 28-06

April 4, 2002

## ADDENDUM NUMBER THREE (3) INFORMATION TECHNOLOGY DISASTER RECOVERY AND BUSINESS CONTINUITY PLAN RFP C- 13776

To all Bidders: This **ADDENDUM NO. 3** is issued for the purpose of providing a list of questions and answers received during the inquiry period. Attachment 1 to this Addendum No. 3 contains a revised Part 2; Attachment 2 contains a revised Part 3; Attachment 3 contains a revised Part 4; and Attachment 4 contains the list of Questions and Answers. Please note the instructions delineated below:

1. Replace RFP Part 2, with the revised Part 2 found in Attachment 1.
2. Replace Part 3, RFP "Evaluation Criteria," with the revised page found in Attachment 2.  
Changes to the Document are depicted with a bar at the right side of the page.
3. Replace Part 4, Statement of Work (SOW) with the revised SOW found in Attachment 3.  
For your convenience, we have included two versions - one with highlighted changes and the second is a clean copy to be inserted in the RFP.
  - a. The Objectives section has changed in its entirety.
  - b. The Scope of Work section has a number of changes/additions. Changes to the section are depicted with a bar at the right side of the page.
  - c. All references to "Consultant" in the "Summary of Deliverables" Section have been changed to "Contractor" and the old "Contractor" references have been changed to "Sub-Contractor".
  - d. Deliverables have been added to the Summary of Deliverables section.
4. Changes to the Document are depicted with a bar at the right side of the page.  
Answers and clarifications to questions received at the optional pre-proposal meeting and during the inquiry period are found in Attachment 4.

**NOTE: THE DEADLINE FOR PROPOSAL SUBMISSION REMAINS  
April 15, 2002 AT 2:30 P.M.**

This **RFP NO. C-13756 ADDENDUM NO. 3** shall be considered as part of the Request for Proposal documents released on March 12, 2002.

Please acknowledge receipt of this **ADDENDUM NO. 3** by signing in the space indicated below and returning a copy **OF THIS PAGE ONLY** with your proposal submitted in response to this solicitation. Please direct any questions to the undersigned at (561) 682-2181.

Attentively,

  
Gabriel Ocasio-Dávila  
Senior Contracts Specialist

Addendum No. 3 received:

by \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Company Name)

EXECUTIVE OFFICE

Trudi K. Williams, Chair  
Lennart E. Lindahl, Vice-Chair  
Pamela Brooks-Thomas

Michael Collins  
Hugh M. English  
Gerardo B. Fernández

Patrick J. Gleason, Ph.D., P.G.  
Nicolás J. Gutiérrez, Jr., Esq.  
Harkley R. Thornton

Henry Dean, Executive Director

## **PART 2 INSTRUCTIONS FOR PREPARING RESPONSES**

### **2.1 MANDATORY REQUIREMENTS**

Each proposal shall be reviewed for responsiveness in accordance with the following mandatory requirements. If a respondent fails to satisfy these conditions, the proposal shall be deemed non-responsive by the District and shall not be considered further:

- (1) Signed receipts for each addendum to the RFP  
(refer to Part 1.6 for more information)
- (2) Timely submission of the proposal  
(refer to Part 1.10 for more information)
- (3) Evidence of ability to obtain appropriate insurance coverage (refer to Part 2.3 for more information)
- (4) Summary of litigation  
(refer to Part 2.4 E.1 for more information)
- (5) Audited financial statements for the past two (2) years. If not audited, financial statements must be compiled by a third party certified public accountant (refer to Part 2.4 E.2 for more information)
- (6) Statement of Business Organization  
(refer to Part 2.2 and Part 5 for more information)
- (7) MBE Utilization Plan: Statement of Intent to Perform as a District certified MBE Subcontractor (if applicable - refer to Part 2.4 F and Part 5)
- (8) MBE Utilization Plan: Schedule of Subcontracting/MBE Participation (if applicable - refer to Part 2.4 F and Part 5)
- (9) If a respondent is a corporation or partnership, the respondent must be in good standing with the Florida Secretary of State at the time of proposal submission and throughout the performance period of any ensuing contract award.
- (10) Minimum licensing requirements (if applicable and as detailed in the Statement of Work – refer to Part 4)

### **2.2 STATEMENT OF BUSINESS ORGANIZATION**

All respondents responding to this solicitation shall complete the attached *Statement of Business Organization* form. This form provides important information concerning organizational status. In addition, this form is used to provide vital information concerning proposed utilization of MBE firms as well as MBE status at both the prime and subcontractor levels as further described in Part 5 "MBE Requirements". **If the respondent is an MBE prime contractor or MBE subcontractor participation is being proposed and this form is not submitted, a respondent shall be deemed non-responsive to the solicitation requirements (refer to Part 2, Section 2.1).** The respondent shall not subcontract, assign, or transfer any of the services sought under this solicitation, with the exception of those subcontractors identified in the prospective respondent's response, without the prior written consent of the District.

### **2.3 INSURANCE**

The respondent, if awarded a contract, shall maintain insurance coverage reflecting, at a minimum, the amounts and conditions as specified within the Exhibit "H" Insurance Requirements, attached to this solicitation. Evidence of ability to obtain appropriate insurance coverage shall be provided as an attachment to the response.

Respondents shall fulfill this requirement by having their insurance agent either (1) complete and sign an insurance certificate which meets all of the Exhibit "H" requirements, or (2) issue a letter on the insurance agency's stationary stating that the respondent qualifies for the required insurance coverage levels and that an insurance certificate meeting the District's requirements will be submitted before final execution or issuance of the contract. **If not submitted, a respondent shall be deemed non-responsive to the solicitation requirements (refer to Part 2, Section 2.1).**

All insurers must be qualified to lawfully conduct business in the State of Florida. Failure of the District to notify the respondent that the certificate of insurance provided does not meet the contract requirements, shall not constitute a waiver of the respondent's responsibility to meet

the stated requirements. In addition, receipt and acceptance of the certificate of insurance by the District shall not constitute approval of the amounts or types of coverage listed on the certificate.

If the respondent is a self-insured entity, the respondent may contact the District's Contract Administrator or Purchasing Agent, identified on the cover page, and request the District's self-insurance package.

Misrepresentation of any material fact, whether intentional or not, regarding the respondent's insurance coverage, policies or capabilities, shall be grounds for rejection of the response and rescission of any ensuing contract.

#### 2.4 RESPONSE FORMAT AND CONTENTS

Each response by an individual or firm shall state the name and address of all persons or entities having an interest in the response. In order to facilitate District review, responses should be organized in the following sequence:

- A. Letter of Transmittal
- B. Technical Proposal
- C. Qualifications & Experience
- D. Supplemental Information
- E. MBE Utilization Plan

##### A. Letter of Transmittal

All responses should contain a transmittal letter highlighting the respondent's reasons for responding to the solicitation and unique attributes. The letter must name any and all of the persons authorized to make representations on behalf of the respondent, including the titles, addresses and telephone numbers of each person(s). The letter must declare that the response was prepared without collusion with any other person or entity submitting a response pursuant to this solicitation. An authorized agent of the respondent must sign the transmittal letter indicating the agent's title or authority. **In no case may a response be transferred or assigned by a respondent to a third party following submission of a proposal to the District.**

##### B. Technical Proposal

This section of the response should explain the requested Statement of Work as understood by the respondent. This section should also include any assistance, materials, equipment, reports, space, etc. the District must provide to the respondent to complete the "Statement of Work." The respondent should prepare this section of the response in such a manner that the District can incorporate the proposed "Statement of Work" into the final contract with minimal changes. The following details should be included:

1. A statement of the proposed work objective and scope.
2. A list of resources and/or equipment provided by the respondent.
3. Methodology and rationale for the proposed approach.
4. Proposed work plan including specific tasks, milestones, and deliverables.
5. Proposed project management plan.
6. A project completion schedule to show a detailed schedule for completing each deliverable.
7. A project loading chart which is defined as a chronological project schedule by task which indicates the number of hours to be worked by each category of employee (professional job title) during each task. This information must be provided for all members of the project team, including subcontractors.

##### C. Qualifications and Experience

This shall be a separate section and include details as follows:

1. Details on the qualifications of the firm, including a summary of the firm's history, experience, and staffing resources.
2. Details on the qualifications of the individual(s) who will perform the work, including experience in similar work, curriculum vitae, and relevant college, graduate or professional courses.
3. A list of at least three (3) current clients and pertinent references (include name, address and telephone number) that the District may contact.

**Note: Use of District staff as references on current projects will not be accepted.**

4. A list of at least five (5) former client references pertaining to similar past projects including contact name, address and telephone number, summary of each project scope as it relates to this project (one paragraph), and date that each project was completed. For at least two of the references, include sample work plans that were used to accomplish the project. **Note: Use of District staff as references on past projects will not be accepted.**

5. Indicate the availability of the firm and the individuals proposed to provide the services. Identify the extent and nature of any anticipated outside support.

6. If a joint venture or subcontractor arrangement is involved in the response, the respondent must include a copy of the agreement with the response, and a list of such parties by name, address and telephone number, including supervisory and professional personnel, and a summary of how the work will be apportioned.

7. The same information requested above in items (1) through (6) must be provided for all members of the project team, including each subcontractor/joint venture party.

D. Cost Proposal

The respondent shall state clearly the total proposed cost and the reasons justifying why the proposed approach would be the most cost effective approach for the District. All pricing should **exclude** sales and use taxes at both the State and Federal levels since the District is exempt from payment of such taxes. Respondents should include in their price response a cost element breakdown as follows:

1. Direct Labor - Provide a time phased (e.g., weekly, monthly, quarterly, etc.) breakdown of labor hours, rates and costs by appropriate staff classification category, and furnish the basis and methodology for the estimate(s). Also provide base hourly rates by professional job title.
2. Indirect Costs (Overhead/G&A) - Indicate the method of computation and the base(s) over which the related costs are to be spread. Include cost breakdowns showing trends and

budgetary data to provide a basis for evaluating the reasonableness of proposed rates. Indicate the rates used and provide an appropriate explanation. If a state or agency has reviewed prior overhead claims, identify the agency (address, telephone number, etc.).

3. Other Costs - Include all other estimated costs which are not otherwise included in the categories described above (e.g., travel, equipment, computer hardware/software, sub-contractors or consultant services) and provide the basis for pricing (i.e., methodology and estimates used).
4. Payment Schedule - The respondent should include a payment schedule tied to submission dates for specific deliverables.

A firm fixed price contract is preferred by the District. Prices for deliverables should include all contractor expenses, including travel, incidentals and "other costs" per the breakdown above.

E. Supplemental Information

This section shall include the following items:

1. Provide a summary of any litigation filed against the respondent in the past three years which is related to the services that respondent provides in the regular course of business. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome and the monetary amounts involved. **If not submitted, a respondent shall be deemed non-responsive to the solicitation requirements (refer to Part 2, Section 2.1).**
2. Provide Financial Statements for the past two years that have been audited, reviewed or compiled by a third party certified public accountant. **If not submitted, a respondent shall be deemed non-responsive to the solicitation requirements (refer to Part 2, Section 2.1).** The District reserves the right to perform a detailed review of financial information in order to determine whether or not the respondent is financially stable for successful performance of any ensuing contract award.
3. Any additional information which the respondent considers pertinent for consideration should be included in this part of the proposal. Additional information may be required from joint venture respondents where one or more of

the partners are considered eligible Minority Business Enterprises by the District.

4. The respondent should also review the Sample Contract and identify any changes or deviations for consideration by the District. **The District will not entertain any changes to contract terms and conditions in the event respondents fail to identify any changes or deviations to the Sample Contract at the time of proposal submission.**

F. MBE Utilization Plan

Refer to Part 5 "MBE Guidelines and Information" for the list of forms and attachments that must be included in the MBE Utilization Plan to be submitted as a separate detachable section with the proposal. **If the respondent is an MBE prime contractor or if MBE subcontractors are proposed and the MBE Utilization Plan forms are not submitted, a respondent shall be deemed non-responsive to the solicitation requirements (refer to Part 2, Section 2.1).**

**PART 3**  
**RFP EVALUATION CRITERIA**

**3.1 EVALUATION PROCEDURE**

The District will appoint a committee consisting of members of its staff to evaluate responses and to select the response(s) which meets the needs/requirements of the District. The District shall be the sole judge of its own needs/requirements, the response(s), and any resulting negotiated contract(s). The District's decisions will be final.

**3.2 EVALUATION CRITERIA**

The District's evaluation criteria will include consideration of the following:

<b>Maximum Points (Total 100)</b>	<b>Category</b>
35	<u>Technical:</u> <ul style="list-style-type: none"> <li>Proposed approach/methodology</li> <li>Understanding of the scope of work</li> <li>Soundness of Proposal</li> </ul>
40	<u>Qualifications and Experience:</u> <ul style="list-style-type: none"> <li>Qualifications and experience of firm with similar projects, including subcontractors</li> <li>Qualifications and experience of staff dedicated to the project, including subcontractors</li> <li>Availability of qualified personnel</li> <li>Quality control systems and procedures</li> <li>Past performance records (including past District contracts and MBE participation)</li> <li>References</li> </ul>
10	<u>Financial</u> <ul style="list-style-type: none"> <li>Cost Effectiveness (cost breakdown and justification)</li> <li>Reasonableness of Proposed Price</li> </ul>
10	<u>Supplier Diversity:</u> <ul style="list-style-type: none"> <li>Minority Business Enterprise (MBE) Participation (Requires 30% MBE participation to receive maximum points)</li> </ul>
5	<u>Previous District Work:</u> <ul style="list-style-type: none"> <li>Volume of work previously awarded to the proposer by the District in the past three years.</li> </ul>

## PART 4 Statement of Work

### 4.1 INTRODUCTION/BACKGROUND

The South Florida Water Management District's (the "District") mission is to manage water resources for the benefit of the region, balancing the needs of the present generations with those of future generations. Equally important elements of this stewardship are the conservation and development of water supply, the protection and improvement of water quality, the mitigation of impacts from flood and drought and the restoration and preservation of natural resources. This mission encompasses broad responsibilities and represents a large spectrum of activities and specialization's. The District's technology and automated systems are essential to the day-to-day water management operations of the region. The District designed and built a "hurricane proof" Emergency Operations Center, and as a result has identified the need to reassess the sufficiency of its Information Technology Disaster Recovery and Business Continuity Plan (the "Plan").

### 4.2 OBJECTIVES

The intent of this initiative is to examine the District's day-to-day operations in terms of the potential risks to systems and services, and prepare recommendations and contingency options. ~~The recommendations and contingency options a comprehensive Information Technology Disaster Recovery and Business Continuity Plan. The Plan must address the District's ability to fulfill its business obligations both during and after an unforeseen event, including acts of nature, accidents and acts of terrorism, vandalism or sabotage. From the results of its own in-depth examination and analysis, the Contractor shall prepare a comprehensive Information Technology Disaster Recovery and Business Continuity Plan.~~

Some specific objectives of this initiative are:

- To evaluate the District's present Plan and its implementation in terms of its sufficiency to minimize the risk of loss or disruption to the District's automated and technology systems and services, as well as its sufficiency to:
  - ⊕ ☐ Provide a sense of security
  - ⊕ ☐ Minimize the risk of delays
  - ⊕ ☐ Guarantee the reliability of standby and back-up systems
  - ⊕ ☐ Minimize decision-making during a disaster
- To ensure the District has the ability to recover data and reinstate services, which may be lost due to natural disaster, accidents, acts of vandalism, etc.; ~~and,~~

~~To revise the Plan including:~~

- ~~• Establishing a standard for testing the plan~~
- ~~• Establishing a maintenance program for the plan~~
- ~~• Establishing a training program for the plan~~

The District will engage the services of a qualified consulting company with the necessary expertise to fulfill this objective (the "~~Consultant~~ Contractor").

### 4.2.3 SCOPE OF WORK

The Contractor's responsibilities are to review District operations and assess the current and potential risks to the District's automated and information technology systems and services. The Contractor will be required to provide recommendations and business recovery options to update the District's in the form of an Information Technology Disaster Recovery and Business Continuity Plan, ~~and implement the revised plan in cooperation with the~~

District's own personnel.

Please be advised: The Contractor chosen to prepare the analysis, recommendations and Plan under this solicitation is ineligible to assist the District in the implementation of any of the recommendations or suggestions provided in the performance of the scope of work. Further, the Contractor may not be in a position to gain financially or professionally as a result of its performance of the scope of work, except as provided for by this solicitation.

The Contractor shall determine if there are adequate safeguards in place to protect the District's IT equipment and data (to the greatest extent practicable) ~~is protected from hurricanes, plane accidents, explosions, bombs, smoke or fires, public riots, politically motivated terrorist attacks, cyber-terrorism, or any other threat identified in the Contractor's review and risk assessment.~~

The Contractor shall collect data and information necessary to evaluate the extent of the District's IT resources and services; to identify the risks and the relative exposure thereto; the operational impact if such risks transpire; and for the development and implementation of a Information Technology Disaster Recovery and Business Continuity Plan. The Contractor will be required to prepare an Assessment Study in this regard that includes a probability risk analysis and a business impact assessment. The Contractor shall create realistic disaster scenarios and prepare corresponding disaster recovery methodologies, and provide ~~a contingency checklist of actions to be performed for each disaster scenario. Prior to the Plan's implementation, the Contractor shall be required to test the Plan, and prepare a post-implementation training and maintenance program, recommendations for contingency actions to be performed for each disaster scenario.~~

As a part of its data collection and analysis activities, the Contractor shall also prepare a benchmark report of the IT disaster recovery plans of other public entities including:

- the other Florida Water Management Districts;
- the State Technology Office, Florida Department of State;
- the United States Army Corps of Engineers ("USACE") at Jacksonville, FL; and,
- the Sheriff's Office, Palm Beach County.

The Contractor shall investigate the possibility of cost-sharing opportunities with these organizations and methods of implementing a Disaster Recovery and Business Continuity partnership with them. The Contractor may offer recommendations about any software packages that are suited to the District's specialized needs for disaster recovery if not already in use, however, the Contractor may not be in a position to gain financially or professionally from any software vendors based upon the recommendations.

#### **~~4.3 Required Skills and Expertise~~**

~~A minimum of four (4) years of experience in creating, implementing and testing IT Disaster Recovery/Business Continuity Plans is required. Certified Business Continuity Professional (CBCP) certification is preferred. Designation as a Master Business Continuity Professional (MBCP) from the Disaster Recovery Institute is preferred.~~

- ~~• Experience with various State/Federal Government agencies in developing shared Disaster Recovery Plans, Facilities, and Cost Sharing Partnerships.~~
- ~~• Ability to interact with the District's external clients and vendors, as necessary, and respond to questions about the organization's business continuity planning or disaster/contingency recovery efforts.~~
- ~~• Ability to gain a working knowledge of the District's financial, legal and regular business operations in a short period of time.~~
- ~~• Demonstrate diplomacy when confronting difficult issues.~~
- ~~• Demonstrate creativity in developing an alternative contingency process to existing procedures, and in documenting findings and making recommendations.~~
- ~~• Formal and informal communications skills.~~
- ~~• Ability to understand the challenges of changing technology and the affect upon business strategies.~~



- ~~Excellent interviewing and communication skills.~~
- ~~Ability to work independently is required.~~
- ~~Ability to produce progress reports upon the end of each task.~~

~~In addition, the Contractor should have expertise/experience in the following areas:~~

- ~~Project Initiation and Management~~
- ~~Risk Evaluation/Analysis and Control~~
- ~~Business Impact Analysis~~
- ~~Technical Expertise in IT Infrastructures~~
- ~~Security Recovery~~
- ~~Disaster/Business Continuity Strategy Development~~
- ~~Disaster Recovery/Business Continuity Plans Development and Implementation~~
- ~~Disaster Recovery/Business Continuity Maintenance Program Development~~
- ~~Disaster Recovery/Business Continuity Training Program Development~~
- ~~Disaster Recovery/ Business Continuity Maintenance Software~~

#### **4.54.3.1 Time Schedule and Cost**

The Contractor shall submit a detailed description of the work to be performed to complete the Statement of Work, including the corresponding timeframe for project milestones.

#### **4.64.3.2 Location of Work**

The work will be performed primarily at the District's headquarters at:

3301 Gun Club Road  
West Palm Beach, Florida 33416-4680

The Contractor may be required to visit other District locations off-site, as well as other State and Federal offices specified in the Scope of Work, as may be necessary to fulfill this Statement of Work.

#### **4.3.3 Required Skills and Expertise**

A minimum of four (4) years of experience in creating, implementing and testing IT Disaster Recovery/Business Continuity Plans is required. Certified Business Continuity Professional (CBCP) certification is preferred. Designation as a Master Business Continuity Professional (MBCP) from the Disaster Recovery Institute is preferred.

- Experience with various State/Federal Government agencies in developing shared Disaster Recovery Plans, Facilities, and Cost Sharing Partnerships.
- Ability to interact with the District's external clients and vendors, as necessary, and respond to questions about the organization's business continuity planning or disaster/contingency recovery efforts.
- Ability to gain a working knowledge of the District's financial, legal and regular business operations in a short period of time.
- Demonstrate diplomacy when confronting difficult issues.
- Demonstrate creativity in developing an alternative contingency process to existing procedures, and in documenting findings and making recommendations.
- Formal and informal communications skills.
- Ability to understand the challenges of changing technology and the affect upon business strategies.
- Excellent interviewing and communication skills.
- Ability to work independently is required.
- Ability to produce progress reports upon the end of each task.

In addition, the Contractor should have expertise/experience in the following areas:

- Project Initiation and Management
- Risk Evaluation/Analysis and Control
- Business Impact Analysis
- Technical Expertise in IT Infrastructures
- Security Recovery
- Disaster/Business Continuity Strategy Development
- Disaster Recovery/Business Continuity Plans Development and Implementation
- Disaster Recovery/Business Continuity Maintenance Program Development
- Disaster Recovery/Business Continuity Training Program Development
- Disaster Recovery/ Business Continuity Maintenance Software

#### **4.74.4 SUMMARY OF DELIVERABLES AND PAYMENT SCHEDULE**

~~The Contractor will be expected to work Monday through Friday (excluding District holidays) from approximately 8:00 a.m. to 5:00 p.m. (including one non-billable hour for lunch). This schedule can be adjusted if necessary.~~

##### **4.4.1 DELIVERABLES**

- Recommendations and contingency options for day-to-day operations, including business recovery options.
- An evaluation of the present plan
- A review of current and potential risks
- A determination or report of safeguards in place
- A report of the result of interviews
- An assessment study, which shall include probability risk analysis and business impact assessment
- Realistic disaster scenarios with disaster recovery methodology options and contingency actions
- Benchmark report of the other public entities listed
- A report on cost sharing opportunities
- Weekly status reports
- Monthly reports summarizing the contractors efforts and accomplishments
- A Disaster Recovery/Business Continuity Plan

The work will be performed consistent with the District's standard operating processes as well as with District policies, standards and procedures currently in effect.

The Contractor shall submit weekly status reports to the District's Project Manager each Thursday by 12:00 Noon detailing the accomplishments for the week, setbacks and any issues to be resolved.

The District will provide the basic hardware and software to complete this project. All hardware and/or software obtained by the District will be the property of the District upon completion of this project.

~~The Contractor shall assign one or more Sub-contractors to this project for the entire contract term. In the event a selected Sub-contractor cannot complete the entire contract (due to insufficient skills, illness, termination of employment with the Contractor, or any other reason), the Contractor will be required to replace the Sub-contractor with another candidate who meets or exceeds the minimum skill and experience requirements of this solicitation. The District must approve the proposed replacement and will verify the skills and experience through a technical interview prior to the District's approval of the replacement. If a suitable replacement is not provided within two weeks, the District has the right to terminate the contract with the Contractor.~~

##### **4.4.2 PAYMENT SCHEDULE**

The Contractor shall also prepare and provide monthly reports summarizing the Contractor's efforts and

accomplishments in fulfilling its obligations under the scope of work. The monthly reports shall serve as performance milestones for the project. Responses to this Request for Proposals should include a payment schedule tied to the completion of these reports. The delivery of all final reports, recommendations and analyses shall constitute completion of the final performance milestone, and shall in itself constitute forty percent (40%) of the total price under this contract.

## **PART 4**

### **Statement of Work**

#### **4.1 INTRODUCTION/BACKGROUND**

The South Florida Water Management District's (the "District") mission is to manage water resources for the benefit of the region, balancing the needs of the present generations with those of future generations. Equally important elements of this stewardship are the conservation and development of water supply, the protection and improvement of water quality, the mitigation of impacts from flood and drought and the restoration and preservation of natural resources. This mission encompasses broad responsibilities and represents a large spectrum of activities and specialization's. The District's technology and automated systems are essential to the day-to-day water management operations of the region. The District designed and built a "hurricane proof" Emergency Operations Center, and as a result has identified the need to reassess the sufficiency of its Information Technology Disaster Recovery and Business Continuity Plan (the "Plan").

#### **4.2 OBJECTIVES**

The intent of this initiative is to examine the District's day-to-day operations in terms of the potential risks to systems and services, and prepare recommendations and contingency options. The recommendations and contingency options must address the District's ability to fulfill its business obligations both during and after an unforeseen event, including acts of nature, accidents and acts of terrorism, vandalism or sabotage. From the results of its own in-depth examination and analysis, the Contractor shall prepare a comprehensive Information Technology Disaster Recovery and Business Continuity Plan.

Some specific objectives of this initiative are:

- To evaluate the District's present Plan and its implementation in terms of its sufficiency to minimize the risk of loss or disruption to the District's automated and technology systems and services, as well as its sufficiency to:
  - Provide a sense of security
  - Minimize the risk of delays
  - Guarantee the reliability of standby and back-up systems
  - Minimize decision-making during a disaster
- To ensure the District has the ability to recover data and reinstate services, which may be lost due to natural disaster, accidents, acts of vandalism, etc..

The District will engage the services of a qualified consulting company with the necessary expertise to fulfill this objective (the "Contractor").

#### **4.3 SCOPE OF WORK**

The Contractor's responsibilities are to review District operations and assess the current and potential risks to the District's automated and information technology systems and services. The Contractor will be required to provide recommendations and business recovery options in the form of an Information Technology Disaster Recovery and Business Continuity Plan.

Please be advised: The Contractor chosen to prepare the analysis, recommendations and Plan under this solicitation is ineligible to assist the District in the implementation of any of the recommendations or suggestions provided in the performance of the scope of work. Further, the Contractor may not be in a position to gain financially or professionally as a result of its performance of the scope of work, except as provided for by this solicitation.

The Contractor shall determine if there are adequate safeguards in place to protect the District's IT equipment

and data (to the greatest extent practicable) from hurricanes, plane accidents, explosions, bombs, smoke or fires, public riots, politically motivated terrorist attacks, cyber-terrorism, or any other threat identified in the Contractor's review and risk assessment.

The Contractor shall collect data and information necessary to evaluate the extent of the District's IT resources and services; to identify the risks and the relative exposure thereto; the operational impact if such risks transpire; and for the development and implementation of a Information Technology Disaster Recovery and Business Continuity Plan. The Contractor will be required to prepare an Assessment Study in this regard that includes a probability risk analysis and a business impact assessment. The Contractor shall create realistic disaster scenarios and prepare corresponding disaster recovery methodologies, and provide recommendations for contingency actions to be performed for each disaster scenario.

As a part of its data collection and analysis activities, the Contractor shall also prepare a benchmark report of the IT disaster recovery plans of other public entities including:

- the other Florida Water Management Districts;
- the State Technology Office, Florida Department of State;
- the United States Army Corps of Engineers ("USACE") at Jacksonville, FL; and,
- the Sheriff's Office, Palm Beach County.

The Contractor shall investigate the possibility of cost-sharing opportunities with these organizations and methods of implementing a Disaster Recovery and Business Continuity partnership with them. The Contractor may offer recommendations about any software packages that are suited to the District's specialized needs for disaster recovery if not already in use, however, the Contractor may not be in a position to gain financially or professionally from any software vendors based upon the recommendations.

#### **4.3.1 Time Schedule and Cost**

The Contractor shall submit a detailed description of the work to be performed to complete the Statement of Work, including the corresponding timeframe for project milestones.

#### **4.3.2 Location of Work**

The work will be performed primarily at the District's headquarters at:

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The Contractor may be required to visit other District locations off-site, as well as other State and Federal offices specified in the Scope of Work, as may be necessary to fulfill this Statement of Work.

#### **4.3.3 Required Skills and Expertise**

A minimum of four (4) years of experience in creating, implementing and testing IT Disaster Recovery/Business Continuity Plans is required. Certified Business Continuity Professional (CBCP) certification is preferred. Designation as a Master Business Continuity Professional (MBCP) from the Disaster Recovery Institute is preferred.

- Experience with various State/Federal Government agencies in developing shared Disaster Recovery Plans, Facilities, and Cost Sharing Partnerships.
- Ability to interact with the District's external clients and vendors, as necessary, and respond to questions about the organization's business continuity planning or disaster/contingency recovery efforts.
- Ability to gain a working knowledge of the District's financial, legal and regular business operations in a short period of time.

- Demonstrate diplomacy when confronting difficult issues.
- Demonstrate creativity in developing an alternative contingency process to existing procedures, and in documenting findings and making recommendations.
- Formal and informal communications skills.
- Ability to understand the challenges of changing technology and the affect upon business strategies.
- Excellent interviewing and communication skills.
- Ability to work independently is required.
- Ability to produce progress reports upon the end of each task.

In addition, the Contractor should have expertise/experience in the following areas:

- Project Initiation and Management
- Risk Evaluation/Analysis and Control
- Business Impact Analysis
- Technical Expertise in IT Infrastructures
- Security Recovery
- Disaster/Business Continuity Strategy Development
- Disaster Recovery/Business Continuity Plans Development and Implementation
- Disaster Recovery/Business Continuity Maintenance Program Development
- Disaster Recovery/Business Continuity Training Program Development
- Disaster Recovery/ Business Continuity Maintenance Software

#### **4.4 SUMMARY OF DELIVERABLES AND PAYMENT SCHEDULE**

##### **4.4.1 DELIVERABLES**

- Recommendations and contingency options for day-to-day operations, including business recovery options.
- An evaluation of the present plan
- A review of current and potential risks
- A determination or report of safeguards in place
- A report of the result of interviews
- An assessment study, which shall include probability risk analysis and business impact assessment
- Realistic disaster scenarios with disaster recovery methodology options and contingency actions
- Benchmark report of the other public entities listed
- A report on cost sharing opportunities
- Weekly status reports
- Monthly reports summarizing the contractors efforts and accomplishments
- A Disaster Recovery/Business Continuity Plan

The work will be performed consistent with the District's standard operating processes as well as with District policies, standards and procedures currently in effect.

The Contractor shall submit weekly status reports to the District's Project Manager each Thursday by 12:00 Noon detailing the accomplishments for the week, setbacks and any issues to be resolved. The District will provide the basic hardware and software to complete this project. All hardware and/or software obtained by the District will be the property of the District upon completion of this project.

##### **4.4.2 PAYMENT SCHEDULE**

The Contractor shall also prepare and provide monthly reports summarizing the Contractor's efforts and accomplishments in fulfilling its obligations under the scope of work. The monthly reports shall serve as performance milestones for the project. Responses to this Request for Proposals should include a payment schedule tied to the completion of these reports. The delivery of all final reports, recommendations and analyses

shall constitute completion of the final performance milestone, and shall in itself constitute forty percent (40%) of the total price under this contract.

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**C-13776**  
**IT Disaster Recovery and Business Continuity Plan**  
**Pre-Bid Conference, 1 April 2002**  
**Vendor Questions**

1. **Q: The solicitation recommends cooperation with the other water management districts. Is there a formalized agreement in place?**  
R: No. It is an option, however.
2. **Q: Please elaborate as to what sort of experience with other public entities is required.**  
R: An insight into the business functions that are unique to public entities is required. An understanding of what mission critical applications for entities serving utility business models are needed. An education is needed on both sides. Factor in that the District is a public, agency of the State.
3. **Q: What weight will prior experience receive as an evaluation factor?**  
R: Please refer to Part 3 of the RFP.
4. **Q: Will it be weighted more heavily for prior experience with other water management districts or other public utilities?**  
R: No.
5. **Q: Is there a list of the core systems/core applications?**  
R: That information will be provided to the awarded contractor.
6. **Q: Multi phase approach?**  
R: Absolutely, we just invested several million in a hardened facility. Respondent proposals must take this into consideration as well as addressing the following questions: (1) What are our major exposures right now? (2) What would be the advantage of a hot site at a tertiary level? (3) What would we do if there were nothing left in a 50-mile radius, etc?
7. **Q: You are looking for a recommendation only?**  
R: Yes
8. **Q: As to the business processes, is it the vendor's job to determine the mission-critical processes?**  
R: No. The District will provide that information.
9. **Q: Do you have a Disaster Recovery Plan?**  
R: There is an outdated plan in place. Having that information will not save time since things have changed.
10. **Q: Has a risk assessment been performed of offsite data facilities?**  
R: It was not comprehensive. Several different audits were done, but it needs to be more far-reaching.
11. **Q: Have internal resources been identified for the implementation, or will the vendor be required to implement the plan as well?**  
R: Respondents must specify what resources are required. The District has not determined whether it will be implemented internally or if there will be a separate solicitation for implementation. Note,

the awarded contractor for this RFP is ineligible to assist the District in the implementation of any of the recommendations or suggestions provided in the performance of the Statement of Work. Further, the contractor may not be in a position to gain financially or professionally as a result of its performance of the scope of work, except as provided for by this solicitation (Refer to Part 4, paragraph 4.3)

**12. Q: Milestone payments?**

R: The Contractor shall also prepare and provide monthly reports summarizing the Contractor's efforts and accomplishments in fulfilling its obligations under the scope of work. The monthly reports shall serve as performance milestones for the project. Responses to this Request for Proposals should include a payment schedule tied to the completion of these reports. The delivery of all final reports, recommendations and analyses shall constitute completion of the final performance milestone, and shall in itself constitute forty percent (40%) of the total price under this contract.

**13. Q: How many water management districts exist to be benchmarked?**

R: There are five water management: St. John's River Water Management District, Suwannee River Water Management District, Southwest Water Management District, Northwest Water Management District and South Florida Water Management District.

**14. Q: Does this solicitation provide for follow-on work as with the IT Strategic Plan updates?**

R: No

**15. Q: Is it possible for the same proposer to win both C-13775 Information Technology Strategic Plan and 13776 Information Technology Disaster Recovery and Business Continuity Plan? If so does the District prefer to award both contracts to the same proposer?**

R: While the possibility exists for the same proposer to win both C-13775 and 13776, the District's preference is to award contracts to two different firms in order to maximize competitive opportunities. The final outcome rests in the hands of the evaluation committee.

**16. Q: Clarify what is meant by "Contractor" Reference RFP C-13775, page 10 of 38, "Section 4.3 Scope of Work"**

R: Contractor is the awarded vendor.

**17. Q: In the same Section 4.3 how will the relationship be interpreted for the "Contractor" not to participate in the implementation or recommendations made?**

R: Please be advised that the contractor chosen to prepare the analysis and provide recommendations under this solicitation is ineligible to assist the District in the implementation of any of the recommendations or suggestions provided in the performance of the scope of work. Further the contractor may not be in a position to gain financially or professionally as a result of its performance of the scope of work except as provided for by this solicitation.

**18. Q: Does the District assume that the "Contractor" is the "Vendor" and that they will have more than one resource used on the Strategic Planning Project?**

R: "Contractor" and "Vendor" may be used interchangeably. The respondent may propose using one or more resources (i.e., contract consultants) to complete the work.

**19. Q: Both C-13775 and C-13776, if fixed pricing is how the District would prefer to be billed, is there a preference to when the District would like to be invoiced throughout the engagement and for what fraction of the total proposed amount?**

R: Please refer to question 12.

20. **Q: Both C-13775 and C-13776, would the District want the Contractor/Vendor to identify their project staff/team by the date of the response?**  
R: Yes, this information must be included in proposal responses.
21. **Q: Both C-13775 and C-13776, would the project team that the Contractor/Vendor chooses, need to be interviewed or screened by the District prior to implementation of them within the project.**  
R: No. Candidate resumes shall be provided as part of the respondent's proposal package for evaluation. Please note that the District reserves the right to require that Oral Presentations be conducted by the short listed Contractors. If required, such presentations will involve the Project Manager and other Key Personnel.
22. **Q: RFP C-13776 -Is there projected time frame by the District (like denoted in C-13775) for the length of time for the Disaster Recovery project.**  
R: The Strategic Plan is estimated to take five months from the date of the contract award. The Contractor shall submit a detailed description of the work to be performed to complete the statement of work, including the corresponding timeframe for project milestones for the Disaster Recovery/Business Continuity plan.
23. **Q: C-13776 RFP makes the assumption that the vendor's work will built on the foundation of the current ITD Disaster Recovery Plan. Since the Vendors are being asked to send in (preferred by the District) a fixed price proposal without knowing the scope, depth and quality of the current Disaster Recovery Plan, it is difficult to commit to a fixed price contract with out seeing the plan, Therefore, is it possible to get a copy of the current ITD Disaster Recovery plan or an executive summary so all vendors can make a more meaningful proposal to the District.**  
R: No such assumption was intended, though the existing Disaster Recovery Plan will be available to the awarded contractor. The stated objective was to evaluate the District's present plan and its implementation in terms of its sufficiency to minimize the risk of loss or disruption.
24. **Q: Please name 6-12 local (South Florida) MBE firms that South Florida Water District has previously done business with, specifically in the IT area and those that may have been involved with Disaster Recovery and Business Continuity Planning.**  
R: Previously provided with the solicitation under Attachment 5 of the RFP.
25. **Q: Who are contacts with the public entities that the Consultant is responsible to communicate with for each mentioned? a) Other Florida Water Management Districts State b) State Technology Office, Florida Dept of State c) United States Army Corps of Engineers ("USACE") at Jacksonville, FL d) The Sheriff's Office, Palm Beach County**  
R: Awarded Contractor will establish their own contacts with the entities mentioned.
26. **Q: To prepare a benchmark report the Contractor is responsible for gathering IT disaster recovery plans from these entities mentioned above, as well as investigating cost-sharing opportunities. It will be quite difficult to estimate the number of hours that would be associated with that. Please share more guidance and direction here.**  
R: The expectation is that Contractos will provide this information in their response based on their previous experience with similar projects.
27. **Q: When is the work expected to commence?**  
R: Contract award is anticipated for June, 2002 and work should commence upon contract award.

**28. Q: Has a date for completion of the project been established or targeted?**

R: No

**29. Q: Has a budget been established?**

R: While the District budgeted range for this project is \$45,000.00 to \$75,000.00 in FY 2002, we are looking to the respondents to use their expertise and experience to propose a cost-effective price.

**30. Q: Are there going to be interviews with staff allowed prior to the due date or Q & A at the pre-bid?**

R: No

**31. Q: Has a budget been appropriated for this project or was there a past budget to use as a guide, and if so what were the amount(s) of the previous budget(s)?**

R: Refer to question 29. There was not a past budget to use as a guide and there were no previous budgets.

**32. Q: Many MBE forms relate to MBE subcontractors. Can these forms be used also when the Prime Contractor is a MBE organization and the subcontractor(s) non-minority organizations? Please detail changes needed in pages 18 through 23, if any, to cover this situation?**

R: All firms are required to complete the "Statement of Business Organization form" which includes MBE Prime Contractors. The other forms must be completed only in the event that MBE subcontractors are being proposed.

**33. Q: The RFP requires submission of sample workplans for 2 prior clients; these work products are proprietary and confidential to our private and federal government clients. Can sample workplans of the work contemplated for the District, or sample workplans that do not reveal the identity of the customer be substituted?**

R: Clients' names need not be revealed. Sample workplans can be provided without customer names or references to address or locations.

**34. Q: Are the solicitations for Information Technology Strategic Plan (RFP C-13775) and for Information Technology Disaster Recovery / Business Continuity (RFP C-13776) linked? Is it to the advantage of a contractor to bid on both rather than an individual one?**

R: No the solicitations are not linked. Contractors may bid on one or both as they choose.

**35. Q: To the extent that future strategic models (e.g. computing model, process model) influence Business Continuity and Disaster Recovery, does the contractor selected to create the Strategic Plan need to "liaise" and coordinate requirements with the Business Continuity / Disaster Recovery project? If not, is it the expectation that the Disaster Recovery contractor will perform this function?**

R: No, they are independent efforts.

**36. Q: Does the District currently have current Technology Policy and/or Information Technology Standards?**

R: Yes. The policies and standards will be provided to the successful contractor.

**37. Q: Is a comprehensive inventory of applications and their inter-relationships existing and up to date? Should the contractor plan to refresh such an inventory as a plan baseline?**

R: Yes, there is a comprehensive inventory of applications and their inter-relationships. No, the contractor will not be required to refresh the inventory.

38. **Q: What is the influence of the ongoing Enterprise Resource Planning System selection on the strategic planning options? Are the overall business scope and functions of the future ERP fully defined? If not, is the ERP scoping part of defining the Strategic Plan?**  
R: There is no influence. Yes, the overall business scopes and functions of the future ERP are defined. No, ERP scoping is not part of defining the Strategic Plan.
39. **Q: Does a Business Strategic Plan exist for the period covered by the IT Strategic Plan, and if so will it be made available to the selected contractor?**  
R: The District's most recent Strategic Plan will be made available to the successful contractor.
40. **Q: Is the technology support needed in the context of the Everglades Comprehensive Restoration Project within the scope of the required IT Strategic Plan? If so, what is the number of applications, users, workstations, servers and IT support needed to support the project in excess of the current District resources?**  
R: Yes, the Comprehensive Everglades Restoration Project is within the scope of the required IT Strategic Plan. There are 3 main resource areas, Corporate Resources, Public Works (which includes CERP) and Water Resource Mgmt. There are approximately 23 business units. This information is available at SFWMD.GOV. There are between 2100-2200 users in total, including contracted workers. There are 20 major business applications. There are an additional 15-25 smaller applications. The number of workstation, servers, and IT support will be provided to the awarded contractor.
41. **Q: Is the District currently certified at any level of the Capability Maturity Model for Software of the Software Engineering Institute of the Carnegie Mellon University (SEI Model)? If so, does the District to increase its level of maturity certification within the time span of the Strategic Plan? If not, does the District intent to seek certification during the time span of the Strategic Plan? At which level?**  
R: No.
42. **Q: Does the district use a single Systems Lifecycle Development Methodology (SDLC) for all of its development and customization work? If so, which one?**  
R: No.
43. **Q: Does the District have permanent staff in charge of IT Architecture and Planning? If so, how many Full Time Equivalent Employees?**  
R: IT Infrastructure (architecture) currently has 53 Full Time Equivalent Employees and IT Planning and Administration has 42 Full Time Equivalent Employees.
44. **Q: What is the approval process of the IT Strategic Plan? Does the approval process involve most or all of the key business functions of the District? What time span should the contractor allocate for comments, feedback and final approval, based on the answers to the above?**  
R: The Plan must be accepted by the IT Planning and Administration Director and CIO. The approval process does not involve most or all of the key business functions of the District. The contractor will have two weeks for comments, feedback and final approval, based on the answers to the above.
45. **Q: What is the role of the Architecture Review Committee and how does it relate to the role of the IT Planning & Administration Director?**  
R: This question does not appear to be applicable to this statement of work.

46. **Q: Is there an expectation that the IT Strategic Plan will encompass plans for the implementation of any new or modified IT processes, such as Continuous Planning, Program Management, Portfolio Management, Capital Allocation?**  
R: Yes, as may be proposed by the respondents.
47. **Q: What is the current Information Technology yearly budget of the District for operations and maintenance of existing applications?**  
R: This question is not applicable to this statement of work.
48. **Q: What is the current Information Technology yearly budget of the District for developing new applications and deploying new infrastructure?**  
R: This question is not applicable to this statement of work.
49. **Q: Is the District looking for a comprehensive Enterprise Architecture as well as a Strategic Plan? Does the District plan to apply, in addition to Florida Statutes, part or all of the federal standards mandated by the Information Technology Management Reform Act (ITMRA/Klinger-Cohen Act) in relation to its work with the US Army Corps of Engineers?**  
R: No, this solicitation is for strategic planning only. Yes, the District has every intention of complying with all mandates of the Florida Statutes, and federal standards mandated by the IT Management Reform Act.
50. **Q: Does the District desire the integration of Process Projections in the Strategic Plan? If so are IT processes only to be considered (such as Capital Allocation, Selection and Development, Deployment and Support) or all the business processes needed to fulfill the mission of the District?**  
R: The District's most recent Strategic Plan will be made available to the successful contractor. Respondents should provide their own recommendations in their proposal responses.
51. **Q: Should the Strategic Plan include the Human Resources component of IT strategy, such as Skill Needs Evolution, Sourcing of Personnel, Hiring and Training strategies?**  
R: As related to IT only.
52. **Q: Does the District desire Technology Visioning beyond the 3-year plan time scope? How far in the future should emerging technologies be integrated in the medium term plan?**  
R: No. Emerging technologies will be integrated in the next 2-3 years.
53. **Q: Does the District have an Architecture Repository Tool or an Uppercase Workbench that can be used as an Architecture Repository? If not, does the District have a preference for tools to be used to represent the Organization /Process / Data / Application / Infrastructure dimensions of the Strategic Plan?**  
R: Respondents should include all tools recommended for the completion of the project as a part of the proposed solution. If the tool is currently available at the District, it will be provided to the successful contractor. The contractor shall provide a list of required tools at the time of project award, and the District will determine which tools will be made available. The contractor will be responsible for the remaining tools.
54. **Q: Should the contractor include the price of any Repository Tools needed to represent the District IT "is" and "to be" situation in its quotation? If not, does the District wish to see indicative prices for multiple products and procure the tools directly?**  
R: No.

**55. Q: Does the District have a Project Manager designated yet for these RFPs and What is the not-to-exceed figure for both RFPs?**

R: Yes, a project manager has been designated for both RFPs. Please refer to Question 29.

**56. Q: What timeframe are you looking for to complete the project?**

R: Respondents are expected to establish the necessary timeframe to complete the project.

**57. Q: Can the project be performed in phases, prioritizing them by feasibility and urgency?**

R: Yes. Respondents may recommend a phased approach.

**58. Q: Can we obtain a listing and description of the District's business processes?**

R: That will be provided to the awarded contractor.

**59. Q: If possible, can we obtain a list of the business processes, identified and prioritized in terms of their impact on the District's business continuity?**

R: That will be provided to the awarded contractor.

**60. Q: Can we obtain an inventory of all systems, applications, and technologies used by the District, which are to be considered in the Disaster recovery plan, including third party software and services?**

R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.

**61. Q: Can we obtain a copy of the existing disaster recovery plan?**

R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.

**62. Q: Page 7: F.2. We are in process of obtaining the license from the Florida Secretary of State and have sent in the required information. However, it may not be returned by the proposal deadline. If we do not receive the license in time, is it acceptable to note the status in the RFP?**

R: As of the date of submission, respondents must be certified by the State of Florida. See new Part 2, Attachment 4.

**63. Q: Page 7: F.3. Is there a form that should be used, or is it acceptable to state our coverages in the proposal?**

R: Respondents should provide a copy of their own certificate(s) of insurance.

**64. Q: Page 7: F.4. Is there a form that should be used, or is it acceptable to state our type of Business Organization in the proposal?**

R: The form can be found in the RFP on page 15 of 35.

**65. Q: 4. Is it possible to obtain a high level description of hardware, software and communications used by the District?**

R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.

**66. Q: Is it possible to obtain a list of departments or an organization chart for the District?**

R: This information is available at SFWMD.GOV.

**67. Q: What level of involvement will the District have in the project?**

R: The District will provide project supervision and contract management only.

**68. Q: How many SFWMD Data Centers and facilities are in scope for the RFP**

R: More detail regarding the Data Center will only be provided to the awarded contractor.

**69. Q: Number of employees per in scope facility above**

R: More detail regarding the Data Center will only be provided to the awarded contractor.

**70. Q: You mentioned that the next addendum would include five evaluators from different parts of the district. Will they be identified with their job title, description and function in reference to the IT strategic plan?**

R: Lori Weaver-Sr. Specialist IT Project Management Analyst, Frank Fletcher-Systems Administration Supervisor, Mary Rickert-Information Applications Supervisor, Scott Wilson-Specialist Electronics Associate, Veronica Anderson-Emergency Management Coordinator. Respondents are reminded that the Contract Specialist is the sole point of contact for all communications pertaining this RFP.

**71. Q: Can you describe the internal team for this project, if one is already assigned? If not, should we plan to describe the required internal resources to successfully execute the project?**

R: Key contacts have been identified, however, they are resources and not project team members. No, internal resources will not be available as part of a project team.

**72. Q: Can you describe any major business initiatives being undertaken by the District that are already approved for implementation, or will there be any pending outcome of this Strategic IT plan?**

R: This is information that the awarded contractor will obtain during interviews.

**73. Q: Will the examination and description of each of the 25 listed business applications be made available before the bid is submitted, or will this be part of the initial research and coming up to speed of the team?**

R: No it will not be part of the initial research.

**74. Q: Will there be progress billing (and payment), and if so, how will the interim deliverables be agreed to support it?**

R: To be negotiated with awarded contractor. Also, please see Question 12.

**75. Q: First of all, is there any chance to push back the proposal date one week to allow us to assimilate the addendum information?**

R: No.

**76. Q: List and describe all Mission critical applications that need to be covered under this plan. Please do the same for all MC business processes.**

R: The District will provide a list of applications and business functions upon contract award. It is anticipated that the successful contractor will obtain information about mission-critical applications and initiatives during interviews.

**77. Q: Can you describe the three primary business units that Les Pearson mentioned? (corporate resources, Public works, Water Resource Management) with their functions, relative size, complexity, etc.**

R: There are 3 main Resource Areas: Corporate Resources, Public Works (which includes CERP) and Water Resource Management. There are approximately 23 business units. This information is available on the Districts Web site.



78. **Q: Are there any other formal deliverables you expect from this effort besides a Formal Assessment Study, Realistic Disaster Scenarios, Documentation/presentation on our recommendations, and a Contingency checklist? (i.e, Communications / Training materials, etc?)**  
R: Please refer to the revised Part 4 Statement of Work.
79. **Q: Can we receive all existing documentation on your infrastructure?**  
R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.
80. **Q: Can we receive the outdated DR plan to review?**  
R: This will be provided only to the awarded vendor.
81. **Q: Are there any state or federal mandates that the District thinks could impact the Disaster Recovery plan?**  
R: It is anticipated that respondents will already be aware of state or federal mandates which would impact the Disaster Recovery plan through their own experience and expertise in these areas.
82. **Q: What is the headcount of the IT division and are there any resource constraints in key areas?**  
R: Please refer to Question 71.
83. **Q: What amount of resources can SFWMD commit to this project and at what level of dedication?**  
R: Please refer to Question 11.
84. **Q: What is the current program and project management structure, and how are IT projects identified, prioritized and executed?**  
R: There is not one single methodology.
85. **Q: Is there a specific methodology (and related tools) used for program and project management? How are project costs tracked, and are costs distributed on a project basis, or to various units within the District?**  
R: There is not one single methodology.
86. **Q: What is the high-level systems architecture currently deployed by SFWMD?**  
R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.
87. **Q: Is there a logical diagram of the various components (databases, servers, application servers, web servers, interfaces to external parties, etc.)**  
R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.
88. **Q: What level of internal development of IT applications takes place as compared with using packaged applications?**  
R: Minimal.

**89. Q: How are the current Finance and Human Resource applications integrated within the overall IT infrastructure?**

R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.

**90. Q: What is the current telecommunications infrastructure (PBX, IVR, radio communications) and what are the perceived future needs?**

R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.

**91. Q: What are the specific scientific research functions that need to be supported? What applications and IT equipment are currently deployed for scientific research (including handheld devices for field research, analytical applications and tools, water management and monitoring equipment)? To what degree are these integrated with the overall IT infrastructure.**

R: This information is not necessary for proposal submissions, but will be provided only to the awarded contractor.

**92. Q: Are there currently any interfaces to external parties required, such as for reporting or data collection and sharing? Are these developed in-house or supplied by the third parties? What potential interfaces may be required in the near and medium term?**

R: This information will be obtained during the interviews to be conducted by the successful contractor under the awarded contract.

**93. What are the key priorities in terms of supporting new or ongoing large-scale projects? Are there areas of significant weaknesses that must be addressed in the short term in order to support these projects?**

R: This information will be obtained during the interviews conducted by the awarded contractor.

**94. Q: What is the current organizational structure and headcount of SFWMD? Is there a detailed organizational chart available and if so, could we get a copy?**

R: The current SFWMD headcount is 1,777 theoretically. 2,100 to 2,200 with contracted workers. The organizational chart is not necessary for proposal submissions, but will be provided only to the awarded contractor.